

Minutes

**Asheville City Council Public Safety Committee Meeting
March 23, 20125
3:30 p.m.-5:00 p.m.
Training Room, Municipal Building**

Council Members: Cecil Bothwell, Jan Davis, Chris Pelly

Guests: Carol Rogoff Hallstrom, Byron Greiner, Joel Burgess, Richard Bandy

Staff: Interim Police Chief Steve Belcher, Interim Fire Chief Chris Budzinski, Alex Carmichael, Captain Stony Gonce, Assistant City Manager Paul Fetherston, Chief Barry Hendron, Community and Public Engagement Director Dawa Hitch, Neighborhood Coordinator Marsha Stickford, Deputy Police Chief Wade Wood

Chairman Jan Davis called the meeting to order at 3:31 PM.

1. **Approval of the March Minutes:** Councilman Chris Pelly motioned to approve the March minutes. Councilman Cecil Bothwell seconded. The motion carried unanimously.
2. **New Business:**
 - a. **Asheville Police Department Organizational Assessment** – Richard Bandy, Matrix Consulting
Richard Bandy told the Committee that he has led a team of five working on the organizational assessment since November. The project evaluated the organizational culture of the Police Department. Matrix has worked with hundreds of other organizations across the U.S. and Canada. Matrix interviewed the management team, line employees, and participated in ride-alongs. An anonymous survey yielded one hundred responses (a 31% response rate.) Five focus group interviews included civilians, supervisors, line employees, and management. Management systems were analyzed.

The key areas of HR and Finance need to incorporate best practices. Matrix developed a large number of recommendations that span short-and long-term opportunities for improvement. The survey found high levels of a sense of service to the community, high levels of perceived community support, and positive views of work group interactions. However, significant issues include: poor internal communications, a lack of

consistency, the decision making process, problem solving, and leadership as it relates to direction and vision.

APD is on the edge of a new beginning. The Strategic Operations Plan Project Facilitator has worked to insure employee involvement in determining a strategic direction. The interim Chief has experience in guiding similar organizational processes. The City has provided administration expertise in the areas of HR and Finance.

The 180 day plan details the following immediate needs:

- A “Chief’s Advisory Committee” to empower staff to develop a plan with accountability action steps
- A plan implementation schedule that needs to be reported internally and externally
- Continued efforts at improvement of internal communications through regular meetings with top and mid-level managers and supervisors, executive staff attending more staff meetings, holding regular meetings with employee groups, and the use of social media
- A Performance Management System. Systems can be purchased “off the shelf” from organizations like the International City County Managers’ Association
- A plan to target and increase management training
- Continued administrative support
- A re-application of the employee survey in nine to twelve months to gauge the magnitude of change

Long term tasks include:

- Rotate the location of briefings and include all management staff
- Develop a code of conduct
- Create training and career development plans for all staff
- Replace outdated department policies and procedures. Matrix recommends purchasing these ‘off the shelf’ and adapting to Asheville
- Implement minimum commitments for manager and supervisor assignments
- Develop job task guides for each assignment
- Implement a more proactive approach to public relations and the media
- Develop an employee mentoring program

Organizational changes should include the following:

- Make the administrative support position permanent
- Narrow the span of control for logistics and special operations
- Create a second deputy chief position

The current state of the Police Department did not develop overnight and is no one's fault. But it needs attention and this analysis provides a way forward.

5. Public Comment:

- a.** Carol Hallstrom spoke and asked about the Chief's Advisory Committee and the implementation of the plan during the Chief hiring process.

The authority of the committee would be determined as the committee developed. The plan would be made available to candidates and discussed during the selection process.

The meeting adjourned at 4:52 PM. The next meeting will be 04/27/15.